

## Application for Federal Assistance SF-424

<b>* 1. Type of Submission:</b> <input type="checkbox"/> Preapplication <input checked="" type="checkbox"/> Application <input type="checkbox"/> Changed/Corrected Application		<b>* 2. Type of Application:</b> <input checked="" type="checkbox"/> New <input type="checkbox"/> Continuation <input type="checkbox"/> Revision		<b>* If Revision, select appropriate letter(s):</b> <input type="text"/> <b>* Other (Specify):</b> <input type="text"/>	
<b>* 3. Date Received:</b> 05/11/2022		<b>4. Applicant Identifier:</b> <input type="text"/>			
<b>5a. Federal Entity Identifier:</b> <input type="text"/>			<b>5b. Federal Award Identifier:</b> <input type="text"/>		
<b>State Use Only:</b>					
<b>6. Date Received by State:</b> <input type="text"/>		<b>7. State Application Identifier:</b> West Virginia			
<b>8. APPLICANT INFORMATION:</b>					
<b>* a. Legal Name:</b> Berkeley County Council					
<b>* b. Employer/Taxpayer Identification Number (EIN/TIN):</b> (b)(6) 0000296			<b>* c. UEI:</b> KR6BXAK8D8K3		
<b>d. Address:</b>					
<b>* Street1:</b>		400 Stephen Street			
<b>Street2:</b>		Ste. 201			
<b>* City:</b>		Martinsburg			
<b>County/Parish:</b>		Berkeley			
<b>* State:</b>		WV: West Virginia			
<b>Province:</b>		<input type="text"/>			
<b>* Country:</b>		USA: UNITED STATES			
<b>* Zip / Postal Code:</b>		25401-3143			
<b>e. Organizational Unit:</b>					
<b>Department Name:</b> <input type="text"/>			<b>Division Name:</b> <input type="text"/>		
<b>f. Name and contact information of person to be contacted on matters involving this application:</b>					
<b>Prefix:</b>		<b>* First Name:</b>			
Mrs.		Tracey			
<b>Middle Name:</b>		<input type="text"/>			
<b>* Last Name:</b>		Guilliams			
<b>Suffix:</b>		<input type="text"/>			
<b>Title:</b>		<input type="text"/>			
<b>Organizational Affiliation:</b> Berkeley County Council					
<b>* Telephone Number:</b>		<b>Fax Number:</b>			
(b)(6) 264-1923		<input type="text"/>			
<b>* Email:</b>		<input type="text"/>			
(b)(6) guilliams@berkeleywv.org					

## Application for Federal Assistance SF-424

### \* 9. Type of Applicant 1: Select Applicant Type:

B: County Government

Type of Applicant 2: Select Applicant Type:

Type of Applicant 3: Select Applicant Type:

\* Other (specify):

### \* 10. Name of Federal Agency:

Department of Homeland Security - FEMA

### 11. Catalog of Federal Domestic Assistance Number:

97.132

CFDA Title:

Financial Assistance for Targeted Violence and Terrorism Prevention

### \* 12. Funding Opportunity Number:

DHS-22-TTP-132-00-01

\* Title:

Fiscal Year (FY) 2022 Targeted Violence and Terrorism Prevention (TVTP)

### 13. Competition Identification Number:

Title:

### 14. Areas Affected by Project (Cities, Counties, States, etc.):

1234-Area Affected.pdf

Add Attachment

Delete Attachment

View Attachment

### \* 15. Descriptive Title of Applicant's Project:

Berkeley County Council Department of Homeland Security Targeted Violence and Terrorism Prevention Program

Attach supporting documents as specified in agency instructions.

Add Attachments

Delete Attachments

View Attachments

**Application for Federal Assistance SF-424****16. Congressional Districts Of:**

\* a. Applicant WV-002

\* b. Program/Project WV-002

Attach an additional list of Program/Project Congressional Districts if needed.

Add Attachment

Delete Attachment

View Attachment

**17. Proposed Project:**

\* a. Start Date: 10/01/2022

\* b. End Date: 09/30/2024

**18. Estimated Funding (\$):**

* a. Federal	355,002.00
* b. Applicant	0.00
* c. State	0.00
* d. Local	0.00
* e. Other	0.00
* f. Program Income	0.00
* g. TOTAL	355,002.00

**\* 19. Is Application Subject to Review By State Under Executive Order 12372 Process?**

- ☒ a. This application was made available to the State under the Executive Order 12372 Process for review on 05/11/2022 .
- ☐ b. Program is subject to E.O. 12372 but has not been selected by the State for review.
- ☐ c. Program is not covered by E.O. 12372.

**\* 20. Is the Applicant Delinquent On Any Federal Debt? (If "Yes," provide explanation in attachment.)**☐ Yes ☒ No

If "Yes", provide explanation and attach

Add Attachment

Delete Attachment

View Attachment

**21. \*By signing this application, I certify (1) to the statements contained in the list of certifications\*\* and (2) that the statements herein are true, complete and accurate to the best of my knowledge. I also provide the required assurances\*\* and agree to comply with any resulting terms if I accept an award. I am aware that any false, fictitious, or fraudulent statements or claims may subject me to criminal, civil, or administrative penalties. (U.S. Code, Title 218, Section 1001)**

☒ \*\* I AGREE

\*\* The list of certifications and assurances, or an internet site where you may obtain this list, is contained in the announcement or agency specific instructions.

**Authorized Representative:**

Prefix: Mr. \* First Name: Douglas

Middle Name: E.

\* Last Name: Copenhagen

Suffix: Jr.

\* Title: President, Berkeley County Council

\* Telephone Number: (b)(6) 304-264-1923 Fax Number:

\* Email: (b)(6) grants@berkeleywv.org

\* Signature of Authorized Representative: Tracey A Guilliams \* Date Signed: 05/11/2022

Berkeley County, WV  
Population 122,076



## **Cover Page**

**Applying Organization:** Berkeley County Council, Berkeley County, West Virginia

**Address:** 400 W. Stephen Street, Suite 201, Martinsburg, WV 25404

**Application Track:** Promising Practices-Multiple Projects Track

**Project Type:** Raising Societal Awareness, Civic Engagement, Threat Assessment & Management Teams

**Requested Amount:** \$383,563.53

**ND Grants EMW#:** EMW-2022-GR-APP-00025

### **Project Abstract**

Berkeley County will establish a coordinated Berkeley County Homeland Security Program including a county-wide multi-disciplinary threat assessment and management task force supported by education trainings, technology to mitigate, refer, and respond to targeted violence. Under the leadership of county law enforcement in partnership with emergency management and first responders will develop a sustainable countywide communication plan with standardized protocols regarding violent crime, increased awareness and competencies through training sessions and increase school and community-based efforts to encourage reporting of suspected behavior, threats and violent crimes. The task force will meet regularly to communicate, collaborate and consolidate knowledge from which plans are made, actions determined and future decisions influenced regarding risk readiness and response.

The Berkeley County Homeland Security Program Threat Assessment and Management Task Force will enhance the long-range community wide emergency plan ensuring all citizens achieve a superior quality of life within a safe, active and healthy community.

## 1. Needs Assessment (15 points)

Domestic terrorism and targeted violence has continued to evolve over the last decade-with incidents in which innocent persons killed or injured in communities across the country. Mass violent attacks have increased in frequency and lethality just in 2021 alone. These attacks are a concern for Berkeley County, especially with its unique situation on the Interstate 81 corridor along with being located approximately 70 miles from Washington D.C. and 95 miles from Baltimore, Maryland. The effects of attacks are devastating for the survivors, families of victims, communities and first responders. For public safety officials, mass violence incidents challenge emergency response protocols and demand actionable research, intensive trainings, and innovative warnings to inform the community in the areas of prevention, response and recovery.

Berkeley County is one of the eastern most counties in West Virginia, occupying 321 square miles of land adjacent to western Maryland and northern Virginia. With population at 126,069, 16% of which are school aged children (American Fact Finder, 2022). Berkeley County is in transition from a rural to suburban area. Its largest city, Martinsburg, has a population of approximately 18,777, with three Qualified Opportunity Zones (U.S. Department of Treasury, 2018).

(b)(7)(E) Fifteen known federal medium-to-high level buildings are located in Berkeley County, (b)(7)(E) additional, undisclosed to the general public, highly sensitive federal buildings. (Berkeley County Sheriff's SWAT, unpublished data). There are 87 tier-2 businesses reporting for high-level chemical production in the county (Berkeley County Emergency Management, unpublished data).

In 2015 the Federal Government designated Berkeley County a High Intensity Drug Traffic Area (HIDTA) since then the Berkeley County Council and local leadership have embraced a holistic, three-pronged strategy to combat the opioid epidemic: **enforcement, treatment and prevention**. The programs including **Community Correction and Home Confinement Programs** offering alternatives to incarceration via the **Berkeley County Day Report Center; Recovery Resource Center Program** that promotes prevention and treatment options for addicts, offering wrap around continuum of care services such as peer recovery coaching and case management; and a **Harm Reduction Program** offering a needle exchange and STD testing. The Berkeley County School System, with support from the Berkeley County Council has funded through grants **Project AWARE**, a program targeted at improving the mental health and wellbeing of school aged children (kindergarten – 12<sup>th</sup> grade).

In 2021, Berkeley County had 47,728 violent crimes for homicide, forcible rape, robbery, and aggravated assault-which was over half of the total in the entire state.(Berkeley County Sheriff Office, unpublished data). While the trend of violent crime in Berkeley County is trending down according to the American Community Survey (ACS), the platform and potential for a violent attack to occur still exists. According to the Southern Poverty Law Center there are two known extremist groups in the Eastern Panhandle, the West Virginia Fusion Center has tracked more extremist activity located in the county. Individuals were either arrested or are under investigation in Berkeley County with participation in the violent attack on the United States Capitol on January 6, 2021. (U.S. News).

Creating a countywide threat assessment and management task force, would provide increased security and protection for residents and tourists while providing economic protection to the county, a perceived lack of safety can be detrimental to all persons and industries. The mission of the Berkeley County Sheriff's Office is to provide excellence in police services while building partnerships with citizens in the community. Berkeley County Sheriff's Office is comprised of 67 sworn officers, 20 reserve officers and 10 civilians covering Berkeley County through its patrol division, criminal investigations division, strategic response team, aggressive criminal enforcement team, school resource officers, K-9 unit, SWAT, ACE and dive team. The threat assessment-management task force would fill a critical gap that has been identified through an internal needs assessment and will increase communication for prevention of and responding to threats of terroristic events.

## **2. Program Design and Implementation and Measurement Plan (45 points)**

Our county public safety organizations work in partnership to reduce risk associated with violence and terrorism, Berkeley County is not currently prepared to manage risk factors in a coordinated countywide effort. With support from the Department of Homeland Security, Berkeley County will establish a coordinated Berkeley County Homeland Security Program inclusive of a countywide multi-disciplinary threat assessment management task force, supported and enhanced by innovative technology to mitigate and respond to incidents of violence. First, all Berkeley County law enforcement, emergency management, and first responders will attend four targeted violence domestic terrorism prevention trainings, covering specific topics of behaviors and characteristics of extremist behavior; domestic terrorism-ideologies, group, symbols and tactics; and by-stander training. These classes will give the head of the threat assessment management task force the information needed to set up the threat assessment task force which will have representatives from law enforcement, emergency management, public health, mental /behavioral health, and juvenile justice, education, and community organizations. The threat assessment management task force will develop a long-range community wide strategic plan ensuring all citizens achieve a superior quality of life within a safe, active and healthy environment. The threat assessment management task force will also connect and educate community stakeholders in Berkeley County's six managerial districts while building a county wide multi-disciplinary network focused on threat and risk mitigation. The school resource officers will also be an integral part of the task force, they will train school personnel on the behavior and characteristics to look for in students for possible violence and extremist tendencies. After the initial training resource officers will have quarterly meetings with school personnel to continue trainings, keep an open and direct line of communication for mitigating school violence and extremist behaviors. Local leadership has laid the groundwork for this initiative by having a Local Emergency Planning Committee-headed by the Berkeley County Director of Emergency Management, which meets monthly and has partnerships with private sector and the faith-based community preventing and responding to natural and man-made emergencies.



Under the direction of the Berkeley County Sheriff's Office and working with the Berkeley County Emergency Management Department, the Berkeley County Homeland Security Program will have the following goals:

*Goal One: Educate Berkeley County Law Enforcement, Emergency Management, and First Responders in order for them to have a deeper understanding of violent extremism-targeted violence and ensure they can mitigate and be the primary defense in Berkeley County.* The county will be tasked with holding four in-depth trainings for 80 Berkeley County law enforcement, emergency managers and first responders so they will be able to identify the warning signs in behaviors and behavioral characteristics of extremist and targeted violence. Law enforcement, emergency management and first responders will also learn how to identify the ideology activities, tactics, symbols and a class on how to respond and de-escalate the extreme behavior. After each of these trainings School Resource Officers will train school personnel at their assigned schools as well as trainings held at the Berkeley County Board of Education Office.

*Goal Two: Strengthen the understanding and ensure the county stakeholders and school personnel can assist in identifying extremist behavior with youth in Berkeley County.* It is important for school personnel to be properly trained and to keep the communication continuing with quarterly meetings. Security measures must extend outside of law enforcement personnel to school personnel and general audiences, as they can prove essential in reporting suspicious or potentially suspicious behavior. These extra eyes in the field are valuable when large events far exceed law enforcement personnel such as the highly attended Apple Harvest Festival, the weeklong Berkeley County Youth Fair or the Shiley Acres Outdoor Concert Venue that hosts 16-20 concerts a year. The Task Force Specialist will schedule quarterly training opportunities for all county stakeholders in the six magisterial districts in the county to include but not limited to mental/physical/behavioral health, tourism industry, faith based leaders, education, community based organizations and civic/social groups located in Berkeley County; through an array of venues and formats. Some trainings may be virtual learning opportunities while others will be in person experiences so that members can begin to build capacity individually as well as a task force and network of county citizens.

*Goal Three: Develop a sustainable countywide threat assessment management task force and countywide communication plan on violent crimes.* Berkeley County Sheriff's Department currently has a deputy who is responsible for performing crime and intelligence analysis in support of the department's criminal investigations functions and patrol operations. The individual works in collaboration with the West Virginia Fusion Center, a state center that opened in 2008 to gather, process, analyze and share information and intelligence relating to all crimes and all hazards.

To assist in this effort, tools already in place will be pivotal; these tools include Crime Solvers Tip-line and SwiftReach a notification system. The Berkeley County Office of Emergency Management operates SwiftReach an emergency communication tool and incident solution for emergency alerts and notifications to increase safety and information distribution during critical events. The system can be used for countywide events or limited to a specific geographical area,

with notifications submitted through phone calls, text, and email. The threat assessment management task force aligns with the main objective, to assist communities within Berkeley County, the media and law enforcement, to work together to solve crimes. The threat assessment management task force will work with the Berkeley County Office of Emergency Management to create an awareness campaign to increase anonymous call tips while building on the relationship of the West Virginia Fusion center for intelligence sharing among partners. The task force will utilize Berkeley County's Strategic Planning and Communications Director and relationships with local media outlets to develop a countywide awareness and education campaign ensuring all residents are knowledgeable of the Berkeley County Homeland Security Program, Threat Assessment Management Task Force, Crime Solvers tip-line, the combined efforts of law enforcement and first responders and the reporting and notification process when needing assistance with solving a crime or prevention.

The funding will provide the three project goals mentioned above with the following outcomes and impacts:

Goal 1: Educate Berkeley County Law Enforcement, Emergency Management, and First Responders in order for them to have a deeper understanding of violent extremism-targeted violence and ensure they can mitigate and be the primary defense in Berkeley County.

Goal 2: Strengthen the understanding and ensure the county stakeholders and school personnel can assist in identifying extremist behavior on the front lines with youth in Berkeley County.

Goal 3: Develop a sustainable countywide threat assessment management task force and countywide communication plan on violent crimes.

The evaluation of the programmatic goals will be based on the following performance measures:

Performance Measures for goal 1 include number of trainings conducted, number of meetings conducted, number of individuals in attendance, percent of increase in knowledge regarding TVTP and population served.

Performance Measures for goal 2 include number of meetings conducted, number of individuals in attendance, percentage of increase in knowledge regarding TVTP, referrals received, and number of identifications of at-risk persons.

Performance Measures for goal 3 include task force named and formed, number of meetings held, number of individuals in attendance, and number of community engagement activities, number of agencies and individuals served by SwiftReach, Crime Solvers and number of threats.

The Berkeley County Homeland Security Program logic model is included with this proposal as a graphic. The graphic best details the program from the needs assessment through the programmatic learning and action-based outcomes to the long-term Impacts. The model also present the inputs from the partnerships, technologies and resources in place to the outputs, which are the activities that will be conducted during the funding cycle.

### 3. Organizational and Key Personnel (15 Points)

The program has three levels of competencies: fiscal responsibility, staffing, and evaluation.

#### *Fiscal Responsibility*

Berkeley County Council has extensive experience in managing federal and state grants among multiple agencies including a number of accountability's i.e. Drug, Mental Health, Recovery Resources, and Court Security; which rely on relationships between members of the Criminal Justice Community and Berkeley County's services and non-profit sector. Berkeley County has extensive fiscal and administrative controls in thirteen different areas including allowed and un-allowed activities, allowable cost/cost principals, and cash managements to manage and approve the use of federal funding. During the implementation process, as well as throughout the program, network membership will explore diversification and sustainability opportunities including fundraising, additional grant-writing and creating permanently sustained positions. The Berkeley County Council Grants Department administers the federal and state grants with draw downs, reporting and close outs.

#### *Staffing*

Sheriff Harmon took on the task this past January of having a county that is aware of and prepared for targeted violence and terrorism. He has an extensive background with assessing high level-threats, including supervising, organizing and conducting high-threat missions including the protective detail of the United States Ambassador in Baghdad, Iraq and the United States Ambassador to the United Nations. He has served in the United States Marines Corps, with both local and state police and has numerous trainings and certifications along with being a certified active shooter trainer. He currently oversees 100 employees in Berkeley County.

Randy Lilly, is the Director of Berkeley County Homeland Security and Emergency Management, and was tasked with establishing a Homeland Security Division. He has been with the county as an emergency management personnel since April 2016, he is currently the chairperson of the Berkeley County Local Emergency Planning Committee. He also maintains and operates the county's mass notification system, SwiftReach. Mr. Lilly is key in development, organizing, and executing disaster exercises both locally and regionally. He maintains various Emergency Operation Plans within both the county government and large business corporations in the county and assists with public training programs both at schools and public forums. He brings an extensive background in logistics.

James Wolford, Emergency Manager of Berkeley County, has 22 years' experience in emergency management. He is the liaison for all public safety agencies including city, county, state and federal. He also has oversight of all levels of emergency management from mitigation through recovery. Mr. Wolford brings experience as a middle school teacher and will be instrumental in the threat assessment task force, targeted violence plan for the county and getting information to the public and schools.



Funds are being requested to support a position for the two-year scope of this project a Threat Assessment & Management Specialist who will oversee the day-to-day operations and ensure ongoing compliance with Department of Homeland Security programmatic and financial requirements, who will be key in bridging information and communication strategies across law enforcement, emergency management, first responders and technologies as it specifically relates to violent crime and situations of risk.

### *Evaluation*

The National Policing Institute (NPI), Center for Mass Violence Response Studies (CMVRS), will be contracted through grant funding to collect and analyze data to satisfy the reporting metrics for this project. The NPI is the oldest nationally known, nonprofit (501c3), nonpartisan, and non-membership-driven organization dedicated to improving American policing. In addition to designing, conducting, and evaluating controlled experiments, NPI provides a range of services to local law enforcement agencies, including training, technical assistance, management analyses and planning with the purpose of increasing efficacy of police in deterring crime, improving relationships between the police and the communities they serve, or responding to mass casualty incidents.

The CMVRS, a NPI program, will conduct the evaluation of Berkeley County Homeland Security Threat Assessment Task Force. The evaluation will include both process and outcome components to ensure sustainability. Efforts will continually monitor and improve the program to have the greatest impact on the community. The process evaluation will focus on document review, meeting minutes, review of processes and engagement of task force members. Outcome evaluation efforts will focus on changes of policy and procedures with the implementation of countywide standardized protocols.

Implementation and measurement plans for Year 1 and Year 2 are included with this proposal. During Year 1 the program will focus on establishing the Berkeley County Homeland Security Threat Assessment Management Task Force by identifying county wide partners through obtaining formal memoranda of understandings, developing the task force's structure and way to approach efforts through evaluating current procedures and identifying current processes; work on development of the Berkeley County Homeland Security Threat Assessment standardized protocols with being in Year 1 along with identification of bystander and community entities to include in the task force. Year 1 through Year 2 the training sessions will occur, these sessions will provide data on those that attend, pre-knowledge on crime and reporting that can be compared to post knowledge. Through varied formats, the program intends to reach wide and varied audiences to increase the broader impact-knowledge is power. Year 2 will move from establishing the program, task force and the draft of the countywide threat communication plan to sustaining operations of the Berkeley County Homeland Security Threat Assessment Management Task Force through the final written communication plan for targeted violence. During the second year, the crime analyst and task force lead will look at the metrics of crime reporting to see if shifts have occurred in the number of cases opened, case status date, use of the tip-line, number of referrals for outside services and cases.

#### 4. Sustainability (15 points)

Berkeley County Council will be accountable for ensuring the continuation of the Berkeley County Homeland Security and Threat Assessment Management Task Force through the quarterly reports to the council from meeting reports gathered from task force meetings, school personnel meetings, and community wide town halls. The Threat Assessment Management Task Force, law enforcement, emergency management, and the local emergency planning committee will meet once a year to evaluate the community wide communication plan and targeted violence plan to make changes and additions as deemed necessary with the changing environment of targeted violence and terrorism.

#### 5. Budget Detail and Narrative (10 points)

Berkeley County Sheriff's Office, Office of Emergency Management and First Responder's program will align with the local emergency planning committee to develop prevention framework with partners to enhance their ability to identify and respond to individuals at-risk of mobilizing to violence and terrorism. The budget request are broken down as follows:

DHS Budget Worksheet

<b>Budget Category</b>	<b>Federal Request</b>
Personnel	\$90,000.00
Fringe Benefits	\$38,846.00
Travel	\$50,453.40
Supplies	\$7,350.00
Contractual	\$196,914.13
Other	\$0.00
<i>Total Direct Cost</i>	
Indirect cost	\$0.00
<b>Total Project Costs</b>	<b>\$383,563.53</b>

**Personnel:** A full time Threat Assessment & Management Specialist, annual salary for two years at \$45,000.00 a year; oversee the operations of the Berkeley County Homeland Security Threat Assessment Task Force, the development of the county-wide targeted violence plan, monthly and quarterly meetings.

Salary year 1	\$45,000.00
Salary year 2	<u>\$45,000.00</u>
<b>Federal Request</b>	<b>\$90,000.00</b>

**Fringe Benefit:** Fringe benefits were calculated based on the gross salary indicated above. The mandatory PERS contribution for the county is 9% per employee. FICA (Social Security and Medicare) is calculated based on the federal rate of 7.65% per employee. Health insurance premiums are paid annually for each employee who elects coverage at a rate of \$10,000.00 yearly.

Fringe Year 1                \$19,423.00

Fringe Year 2                \$19,423.00

**Federal Request        \$38,846.00**

**Travel:** Federal approved amounts used for:

Training 1

Hotel Rooms 20 officers (2 officers p/r) 10 rooms for 4 nights at \$251.00 per room = \$10,040.00

Gas 5 vehicles at \$0.58 per mile, 4,923 to/from location, = \$14,276.70

Meals for 4 days for 20 Officers at \$57.00 a day = \$4,560.00

Total: \$28,876.70

Training 2

Hotel Rooms 20 Officer (2 officers p/r) 10 rooms for 2 nights at \$251.00 per room = \$5,020.00

Gas 5 vehicles at \$0.58 per mile, 4,923 to/from location, = \$14,276.70

Meals for 2 days for 20 officers at \$57.00 a day = \$2,280.00

Total: \$21,576.70

Total for Travel: \$27,610.68

**Equipment:** No Federal Funds Requested, No Match

**Supplies:** Develop marketing and public awareness materials for distribution to schools countywide; cost includes set-up \$550.00 and printing \$5000.00. Consumable supplies include paper, binders and printer ink.

Marketing Materials    \$ 550.00

Printing Cost            \$5,000.00

Consumable Supplies \$1,800.00

**Federal Request        \$7,350.00**

**Construction:** No Federal Funds Requested, No Match

**Contractual:** Funds will be used to contract with National Police Foundation for technical assistance and evaluation consulting at a rate of \$650 per day for an average of 8 days per month x 24 months equaling \$124,800 plus travel expenses, estimated at \$11,530. Four contracted trainings \$60,584.13.

**Other:** No Federal Funds Requested, No Match



**NEEDS/PROBLEMS**

Hate rhetoric and actions directed at religious, marginalized and minority populations

Limited understanding of targeted and extremist recruitment in Berkeley County

Limited civic engagement to countywide threat assessment processes and response protocols

Limited personnel to bridge county wide communication and training regarding threat assessment and response protocols

Vulnerable location through interstate travel, chemical production, high level federal building/agency

**INPUTS & PARTNERS**

Law Enforcement Personnel & Program  
Expertise & Technologies

(SwiftReach, Crime Solvers, BCHLS, LEPC,  
BCC)

Active Tourism & Hospitality Industry

Media & PIC

Berkeley County Residents

Current communication technologies

Community Partners (Health Dept. /Transit  
Auth./Red Cross/Public Works/Shannon  
Health, Region 9, WVU Med.)

NFP Center for Mass Violence Response  
Studies

Expert Trainers

Jurisdiction Personnel

**LONG TERM IMPACTS**

Create Task Force for effective cross  
agency/countywide communication on  
violent crime

Increase civic and sworn efforts on unified  
violent crime prevention, reporting and  
education

Develop revised protocol and procedures  
regarding crime reporting and emergency  
response

Reduce crime while increasing crime  
reports

Support the Berkeley County Emergency  
Response Plan by providing safe  
communities

Use evaluation tools to revise/update  
procedures to remain fluid in preparation to  
evolving and existing threats and needs of  
the county

**OUTPUTS & ACTIVITIES**

Establish Threat Assessment Task Force

Name Threat Assessment Task Force Lead

Name Threat Assessment Task Force Specialist

Conduct trainings on targeted threat and extremist violence

Develop targeted violence procedures

Explore, as needed, develop new protocols or revise protocols

Promote use of SwiftReach and Crime Solvers for sharing critical information

Connect agencies and residents to a common incident & emergency notification  
database

Initiate education campaign across the county for crime reporting

**SHORT & INTERMEDIATE OUTCOMES***Learning:*

- Understand ways in which Task Force members, school personnel report and identify violent crime, including learning the process and procedures
- Enhance countywide capacity in understanding situations of risk, violent crime threats and response protocols
- Educate residents, school personnel organization on the importance of identification, response and reporting risks and violent crimes

*Action:*

- Recruit agencies and community groups to be a part of the Task Force
- Promote safe and effective ways in which crime or suspicion can be reported
- Develop violent crime protocol and procedures
- Provide communication among/between all stakeholders to sustain growth and increase impact of Task Force

**GOALS**

Educate LE, EM, FR, School Personnel

Strengthen understanding of local targeted violence and extremist threat

Establish Threat Assessment Management Task Force and expand county wide  
communication plan

### Works Cited

U.S. Census Bureau (2022). *American Fact Finder: Berkeley County, West Virginia*, Retrieved from: [https://factfinder.census.gov/faces/nav/jsf/pages/community\\_facts.xhtml](https://factfinder.census.gov/faces/nav/jsf/pages/community_facts.xhtml)

U.S Department of Treasury (2018). *Opportunity Zone Resources*. Retrieved from: <https://www.cdfifund.gov/Pages/Opportunity-Zones.aspx>

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Berkeley County Sheriff Department (2021). *Calendar Year 2022 Violent Crimes*. Unpublished data

U.S. Census Bureau (2020). American Community Survey: Berkeley County, West Virginia.

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## APPENDIX A

### Berkeley County Implementation and Measurement Plan



### OTVTP Implementation & Measurement Plan

<b>Organization Name</b>	Berkeley County Council
<b>Project Title</b>	Berkeley County Homeland Security Targeted-Extremist Violence Development Training and Plan
<b>Grant Number</b>	DHS-22-TTP-132-00-01
<b>Grant Implementation Period</b>	09/30/2022-09/30/2024

### **Project Goal Statement**

Berkeley County's goals are to educate its law enforcement, emergency management and first responders on violent extremism-targeted violence; develop a sustainable county threat assessment management task force while having a countywide communication targeted violence-extremist threat emergency plan in place; strengthen the understanding of the stakeholders, school personnel and its citizens in being able to identify extremist behavior and be able to warn officials through the procedures in place for violent crime prevention or taking place.

### **Target Population**

Berkeley County estimated population is 126,069; with a 14.4% growth from 2010 to 2021. The community is half female 50.4% and male 49.7%; with the majority of our population between the ages of 18-65 at 75.5%. Berkeley County is made of white 87%, Black/African American 7.9%, Hispanic/Latino 4%, Asian 1.1%. Berkeley County has 6 magisterial districts, 3 colleges, has an 12.2% poverty rate, its largest town is Martinsburg with 3 Qualified Opportunity Zones; 19,722 students enrolled in school, 3,200 employees at the Board of Education; 87 tier-2 chemicals produced in the county and has 7 or more high level federal buildings.

**Goal 1: Educate Berkeley County Law Enforcement, Emergency Management, and First Responders in order for them to have a deeper understanding of violent extremism-targeted violence and ensure they can mitigate and be the primary defense in Berkeley County.**

Objective 1.1: Hold 3 in-depth trainings for Berkeley County law enforcement, emergency management and first responders on the warning signs, characteristics of targeted violence and terroristic behaviors; risk factors to extremism recruitment; identify the ideology activities, tactics, symbols by the end of the program period.

**Goal 1 IMPLEMENTATION PLAN**

Objectives	Activity	Inputs/Resources	Time Frame	Anticipated Outputs
Objective 1.1:	Activity 1.1.1 Conduct 2 classes 52 hours of training on the warning behaviors of extremisms, responding to extremism to de-escalate	Train 40 Berkeley County LE, at NTOA training facility and their support staff.	1-3 months after program begins	<ul style="list-style-type: none"> <li>• 40 LE receive 52 hours of training</li> <li>• 100% measurable increase in knowledge after attending training</li> <li>• Measurable knowledge of behavior warnings, de-escalation</li> <li>• Will brief 40 LE, EM, FR, 52 county stakeholders, 5 council members from the stakeholders in the 6 magisterial districts, 3,500 school personnel from 32 schools</li> </ul>
	Activity 1.1.2 Conduct a 16 hour training covering domestic terrorism, ideologies, groups, symbols, tactics	Rob Finch to train Berkeley County LE, EM, FR & support staff at the Berkeley County Sheriff's Department training facility auditorium.	6-12 months after program begins	<ul style="list-style-type: none"> <li>• 80 LE, EM, FR received 16 hours of training</li> <li>• Measurable 100% increase in knowledge of PVTP ideologies, groups, symbols, tactics</li> <li>• 75% increase in knowledge in conducting an investigation with extremist/terrorist groups properly</li> </ul>
	Activity 1.1.3 Conduct 8 hour training on sovren citizens and first amendment auditors	Rob Finch to train Berkeley County LE, EM, FR & support staff at the Berkeley County Sheriff's Department training facility auditorium.	12-18 months after program begins	<ul style="list-style-type: none"> <li>• 80 LE, EM, FR received 8 hour training</li> <li>• Measurable 75% increase in knowledge on sovren citizens, first amendment auditors</li> <li>• Will be able to brief 3,500 county stakeholders, school personnel</li> </ul>

**Goal 1 MEASUREMENT PLAN**

Activity #	Outcome Indicator(s)	Data Collection Method/Time Frame	Results (complete for progress report only)
1.1.1	<ul style="list-style-type: none"><li>• Training held</li><li>• Briefing meetings with County Stakeholders</li><li>• Briefing meetings with school personnel held by the by LE School Resource Officers</li></ul>	<ul style="list-style-type: none"><li>• Sign-in sheet at training</li><li>• Questionnaire on knowledge before training</li><li>• Questionnaire on knowledge after training</li><li>• Number of briefings held with county stakeholders and school personnel</li><li>• Number of county stake holders in attendance</li><li>• Number of school personnel in attendance</li></ul>	
1.1.2	<ul style="list-style-type: none"><li>• Training held</li><li>• Briefing meetings with County Stakeholders</li><li>• Briefing meetings with school personnel held by the by LE School Resource Officers</li></ul>	<ul style="list-style-type: none"><li>• Sign-in sheet at training</li><li>• Questionnaire on knowledge before training</li><li>• Questionnaire on knowledge after training</li><li>• Number of briefings held with county stakeholders and school personnel</li><li>• Number of county stake holders in attendance</li><li>• Number of school personnel in attendance</li></ul>	
1.1.3	<ul style="list-style-type: none"><li>• Training held</li><li>• Briefing meetings with County Stakeholders</li><li>• Briefing meetings with school personnel held by the by LE School Resource Officers</li></ul>	<ul style="list-style-type: none"><li>• Sign-in sheet at training</li><li>• Questionnaire on knowledge before training</li><li>• Questionnaire on knowledge after training</li><li>• Number of briefings held with county stakeholders and school personnel</li><li>• Number of county stake holders in attendance</li><li>• Number of school personnel in attendance</li></ul>	

**Goal 2: Strengthen the understanding and ensure the county stakeholders and school personnel can assist in identifying extremist behavior on the front lines with youth in Berkeley County.**

Objective 2.1: Law Enforcement to hold in depth awareness briefings for stakeholders in the 6 magisterial districts.

Objective 2.2: Law Enforcement School Resource Officers to hold trainings for Berkeley County School Personnel with the middle/high schools

Objective 2.3: Law Enforcement School Resource Officers to hold quarterly meetings with Berkeley County School Personnel with middle/high schools.

**Goal 2 IMPLEMENTATION PLAN**

Objectives	Activity	Inputs/Resources	Time Frame	Anticipated Outputs
Objective 2.1:	Activity 2.1.1 Law Enforcement conduct an initial in-depth briefing with stakeholders in 6 magisterial districts in Berkeley County	<ul style="list-style-type: none"> <li>TVPT trained Law Enforcement to conduct briefing at Berkeley County Council auditorium</li> <li>Information slides, photos to be used</li> <li>Question/answer period after briefing</li> </ul>	Within 2 months after LE have received initial training, then quarterly briefings	<ul style="list-style-type: none"> <li>52 Reps from 26 major industrial corporations, 5 councils members, making up the stakeholders in the 6 magisterial districts in Berkeley County have a measured 100% increase in TVPT knowledge</li> </ul>
	Activity 2.1.2 Law Enforcement School Resource Officer will conduct in-depth training for school personnel in middle/high on warning signs, behaviors and characteristics of TVPT	<ul style="list-style-type: none"> <li>TVPT Trained DHS Resource Officer assigned to the middle/high school to conduct training</li> <li>Held in school auditorium</li> <li>Held at Board of Ed. Training room for inner city High/Middle Schools</li> </ul>	Within 2 months after LE have received initial training	<ul style="list-style-type: none"> <li>3,500 School Personnel in 32 schools will have a measured 100% increase in knowledge</li> <li>Referral system in place with the school resource officer</li> </ul>
	Activity 2.1.3 Law Enforcement Resource Officer Assigned to the middle/high schools to hold quarterly meetings on TVPT	<ul style="list-style-type: none"> <li>TVPT trained LE Resource Officer assigned to that middle/high school will conduct meetings at his/her school for school personnel</li> <li>Held in auditorium</li> </ul>	Quarterly, following the initial training/briefings with school personnel	<ul style="list-style-type: none"> <li>3,500 School personnel in 32 schools to attend qtlly meetings</li> <li>Referral system in place on possible extremist behavior or other signs to LE Resource officer</li> <li>School personnel 50% increased measurable knowledge of and key behaviors of TVPT</li> </ul>

**Goal 2 MEASUREMENT PLAN**

Activity #	Outcome Indicator(s)	Data Collection Method/Time Frame	Results (complete for progress report only)
2.1.1	<ul style="list-style-type: none"><li>Briefing meetings held</li></ul>	<ul style="list-style-type: none"><li>Sign-in sheets</li><li>Questionnaire on knowledge before the briefing begins</li><li>Questionnaire on knowledge after the meeting ends</li><li>Questions recorded during the question/answer period</li></ul>	
2.1.2	<ul style="list-style-type: none"><li>Training meetings held</li><li>Referral System in place with the School Resource Officer</li></ul>	<ul style="list-style-type: none"><li>Sign-in sheets</li><li>Questionnaire on knowledge before the briefing begins</li><li>Questionnaire on knowledge after the meeting ends</li><li>Questions recorded during the question/answer period</li><li>Referrals received</li></ul>	
2.1.3	<ul style="list-style-type: none"><li>Quarterly meetings held</li></ul>	<ul style="list-style-type: none"><li>Sign-in sheets</li><li>Meeting agenda</li><li>Report of meeting sent to head of threat assessment task force</li></ul>	



**Goal 3: Develop a sustainable countywide threat assessment-management task force and countywide communication plan on violent crimes.**

Objective 3.1: Recruit stakeholders, agencies and community groups from the 6 magisterial districts to be a part of the threat assessment-management task force and countywide communication plan

Objective 3.2: Understand ways in which the threat assessment-management task force members can report and identify violent crime.

Objective 3.3: Enhance countywide capacity in understanding situation of risks, violent crime threats and response protocols.

Objective 3.4: Increase cross agency communication and fact sharing, particularly to identify at-risk individuals and potential threats.

**Goal 3 IMPLEMENTATION PLAN**

Objectives	Activity	Inputs/Resources	Time Frame	Anticipated Outputs
Objective 3.1:	Activity 3.1.1 Establish a threat assessment-management task force	<ul style="list-style-type: none"><li>BCC to appoint trained DHS to be the lead of task force</li></ul>	1 month after initial training	<ul style="list-style-type: none"><li>DHS indiv. named as lead of task force</li><li>Establish task force</li></ul>
	Activity 3.1.2 build awareness of task force	<ul style="list-style-type: none"><li>Recruitment of community agencies/groups from 6 magisterial districts</li></ul>	Begins lead of task force has been named	<ul style="list-style-type: none"><li>15 member task force named, meeting held</li></ul>
Objective 3.2	Activity 3.2.1 Head of task force to give instruction on who, what, where, when to look for	<ul style="list-style-type: none"><li>Head of task force to share place for reporting</li></ul>	Within first month of formation	<ul style="list-style-type: none"><li>15 Members will have increased knowledge and awareness</li><li>Will be able to report who, what, where, when to task force head or tip line</li></ul>
	Activity 3.2.2 Build Awareness of Crime Solver Tip Line	<ul style="list-style-type: none"><li>Media/Social Media/Promo of tip line number</li></ul>	Within first month of program	<ul style="list-style-type: none"><li>Increased information shared</li><li>Tracked call log</li></ul>
	Activity 3.2.3 Build Awareness of SwiftReach/Swift 911 notification System	<ul style="list-style-type: none"><li>Media/Social Media/Promo of notification systems</li></ul>	Within 3 months of program	<ul style="list-style-type: none"><li>Increase the number of citizens on the alert system by 2,000</li><li>Tracked signup in system</li><li>Increase use of system</li></ul>
Objective 3.3	Activity 3.3.1 Hold town halls for community	<ul style="list-style-type: none"><li>LE to explain to community what the risks are, what violent crimes threats are and what they should do to respond</li></ul>	With 2 months of Head of Task Force being named	<ul style="list-style-type: none"><li>4 town halls held</li><li>600 attendance town halls</li><li>Measured community knowledge increased by 75%</li></ul>
Objective 3.4	Activity 3.4.1 Develop county wide communication plan	<ul style="list-style-type: none"><li>Law Enforcement, Emergency Management, First Responder to meet to develop plan for fact sharing, at-risk individuals and potential threats</li></ul>	Draft within 3 months after first initial training, final 18 months after program	<ul style="list-style-type: none"><li>Draft produced</li><li>Final Communication plan developed among LE, EM, FR</li></ul>

### Goal 3 MEASUREMENT PLAN

Activity #	Outcome Indicator(s)	Data Collection Method/Time Frame	Results (complete for progress report only)
3.1.1	<ul style="list-style-type: none"> <li>Head of Task Force Named</li> </ul>	<ul style="list-style-type: none"> <li>Press Release of Head of Task Force</li> </ul>	
3.1.2	<ul style="list-style-type: none"> <li>Task force members/partners named</li> <li>Tasks force meetings held</li> <li>Social media blitz for recruitment/publicity</li> </ul>	<ul style="list-style-type: none"> <li>Press release of task force</li> <li>Names of task force members released</li> <li>Sign-in sheets at meetings</li> <li>Records kept of meetings reports</li> <li>Number of inquiry's and information/interest wanted about task force</li> </ul>	
3.2.1	<ul style="list-style-type: none"> <li>Number of threats</li> <li>Number of tips on Crime Solvers</li> </ul>	<ul style="list-style-type: none"> <li>Number of calls, notifications of threats received</li> <li>Number of cases opened, broken down by ideology, targeted violence/risk factor</li> </ul>	
3.2.2	<ul style="list-style-type: none"> <li>Identification of population served by the task force</li> <li>SwiftReach used to full potential for all</li> </ul>	<ul style="list-style-type: none"> <li>Number of referrals for outside services by service type- mental health, substance abuse, job skills, magisterial district</li> <li>Case status data-active/closed/referral</li> <li>Signups in the system</li> </ul>	
3.2.3	<ul style="list-style-type: none"> <li>4 town hall meeting held in first year of program</li> </ul>	<ul style="list-style-type: none"> <li>Sign in sheets at meetings</li> <li>Questionnaire survey of attendees knowledge before meeting</li> <li>Questionnaire survey of attendees knowledge after meeting</li> </ul>	
3.4.1	<ul style="list-style-type: none"> <li>Meetings held to develop communication plan among LE, EM, FR</li> </ul>	<ul style="list-style-type: none"> <li>Sign in sheet at meetings</li> <li>Draft produced</li> <li>Deliverable final hard copy of communication plan to LE, EM, FR department and County Council</li> </ul>	

## APPENDIX B

### Resumes and Job Descriptions of Key Personnel

## **NATHAN ALLAN HARMON**

(b)(6)  
**(904) 279-3288**

### **PROFESSIONAL EXPERIENCE SUMMARY:**

I am currently the Sheriff of Berkeley County, WV. As the Sheriff and County Treasurer, I am responsible for all revolving financial accounts and their reconciliation within Berkeley County, WV. Additionally, as the head Law Enforcement Official of Berkeley County, I manage multiple budgets (over 7 million dollars) of the Berkeley County Tax Office, the Sheriff's Office and Animal Control. I provide staffing analysis, training assessments, and determine logistical needs for all departments of nearly 100 employees. Previously, I was employed as a full-time Supervisor/Instructor of training at BSR (Bill Scott Raceway-www.bsr-inc.com) Summit Point Training Center. I have instructed and supervised courses involving Surveillance Detection, Terrorist Operations, Route Analysis, Firearms (pistol/M4 Carbine), CQB Tactics, IED vehicle search and nomenclature, Evasive Driving, Advanced Driving, Un-improved Road driving techniques, Off Road driving techniques, and High Threat Operation Driving Tactics. I was also an "Adjunct" Instructor for the Anti-Terrorism Assistance Program with the O'Gara Training Group, Montross, VA and the ACADEMI in Moyock, NC as a Lead Instructor in the ATA-Crisis Response Team program and the Protection of National Leaders program. Training included Instructor certification in the Glock 19, M-4 Carbine, AK-47, 870 Rem. Shotgun, tactical planning, emergency response teams, utilization of less than lethal diversionary devices, breaching, and SWAT/CQB building clearing tactics. Clientele included both foreign law enforcement, governmental, and military personnel. Additional administrative duties included management and control over "role players" and scenario based/reality-based training in the form of practical exercises in various "shoot house" diagrams/layouts.

I have conducted numerous firearms courses as the Lead Firearms Instructor (Range Safety Officer) for various military and civilian clients at BSR / Summit Point Training Center. I have certified for the Dept. of Justice and Criminal Services (DCJS-VA) as a Law Enforcement Firearms Instructor, private security specialist and in Armed Security. I also possess current NRA Law Enforcement firearms Instructor level certifications in pistol, Shotgun and Tactical Shooting.

I am a certified Active Shooter Instructor for the State of WV through the Division of Justice and Community Services (DJCS-WV). I am the creator and developer of the BSR B.E.C.O.N. Active Shooter Preparedness Program ([www.beconast.com](http://www.beconast.com)). Additionally, I am certified through the CRASE ALERRT program as an Instructor and ALICE Training Institute as an ALICE Active Shooter Instructor. I am the creator and developer of the BECON Active Shooter Preparedness Program for BSR/Summit Point Training Center. I have attended numerous courses sponsored by the FBI and ALERRT

I have served 2 years with Rimi Risk Management Inc., conducting Executive Protection for private clientele across the United States. Clientele ranged from multi-millionaires to billionaires, and owners, CEO's, and company Executives of fortune 500 companies.



Eighteen months with the US Department of State's high-threat protection program, Black Water Security Consulting, Training and field experience included defensive driving, anti-terrorist driving methods/techniques in commercial vehicles and various armored vehicles (sedan/suburban) and tactical training points, methods, and techniques utilized by various terrorist organizations regarding IED's, vehicular attacks as it pertained to dignitary/diplomatic protection. I have been assigned to the Ambassador's Protective Detail in Baghdad, Iraq. I have supervised, organized, and conducted hundreds of high-threat missions in support of the United States Ambassador (Amb. Zalmay Khalilzad, and Amb. Ryan Crocker), within the Baghdad area.

I have also supervised, planned, and conducted protective security operations for numerous diplomatic visitors to the Baghdad area, to include the United States President George Bush, Secretary of State Condoleezza Rice, Sec. of Defense Donald Rumsfeld/ Mr. Gates, Senator John McCain, Senator John Kerry, to include several Congressional Delegates. As the Shift Leader of the Ambassador's Protection Detail, I conducted extensive planning and reconnaissance in routes to be traveled, venues visited, and gathered intelligence regarding such operations. I also coordinated with Tactical Support Teams, Dept. of State Agents, and military attachments to facilitate the safe movement of the US Ambassador to various locations in the Baghdad area. As a supervisor, some of my administrative duties consisted of maintaining various Microsoft Excel spread sheets, equipment accountability, personnel counseling's/training, and ensuring that standard operating procedures were strictly adhered to.

Over twelve years of law enforcement experience between the West Virginia State Police, Rivesville City Police Department, and Morgantown City Police Department. Duties and responsibilities included numerous investigations involving violations of the West Virginia State Criminal and Traffic Laws throughout the state, to include local city ordinances. I have investigated countless felony and misdemeanor cases, ranging from narcotic violations, firearm violations, and homicides/murders to corporate embezzlement.

Throughout my tenure throughout law enforcement, I have extensive experience/training in search and seizure techniques and laws regarding same. On many occasions I have organized the efforts of several law enforcement agencies in the service of high risk search and arrest warrants. I have specialized training in crime scene investigation, evidence processing, and preservation. I have extensive experience in Close Quarters Combat (SWAT) tactics, to include anti-terrorism tactics and prevention. Additional duties as an LEO included being a member of the Mountain State Fugitive Recovery Task Force, Special Response Team, Crime Scene Response Team, and Marijuana Eradication Officer for the Eastern Panhandle. I am proficient in the operation of emergency vehicles at high rates of speeds and stressful situations in various terrains. I am familiar with the nomenclature and operation of numerous small arms weaponry to include the S+W 40 caliber and 45 caliber pistols, 12 gauge shotguns, M-16 A2, M-P5, and the M-4 Carbine. Please refer to the "Certification of Training/Specialized Training" section of this resume.

### **EMPLOYMENT HISTORY:**

<b>Berkeley County Sheriff's Dept.</b> <b>Sheriff of Berkeley County</b> 510 South Raleigh Street, Martinsburg, WV 25401 304-267-7000	<b>01/2021 to Present</b>
<b>BSR Summit Point Training Center</b> <b>Supervisor of Training/Instructor</b> 201 Motorsports Park Circle, Summit Point, WV 25446 (304) 725-6512	<b>07/2013 to 12/2020</b>
<b>ANTI-TERRORISM ASSISTANCE PROGRAM</b> <b>Lead CRT Instructor/PNL Instructor</b>	<b>05/2011 to 07/2013</b>
<b>O'Gara Training Group (ATA)</b> 220 Industrial Park Drive, Montross, VA 22520 (804) 493-1110	
<b>ACADEMI (ATA) (formerly known as Blackwater)</b> 850 Puddin Ridge Road, Moyock, NC 27958 (252) 435-1751	
<b>RIMI INC (Executive Protection/VIP)</b> 4510 Holland Office Park, Suite 503, Virginia Beach, VA 23452 (757) 589-6416	<b>03/2009 to 05/2011</b>
<b>MORGANTOWN CITY POLICE DEPARTMENT (Municipal)</b> <b>Patrol Officer</b> 300 Spruce Street, Morgantown, WV 26505 (304) 284-7400	<b>05/2008 to 03/2009</b>



<b>RIVESVILLE POLICE DEPARTMENT (Municipal)</b> <b>Asst. Chief Of Police</b> PO Box 45 Rivesville, WV 26588 (304) 278-5301 Hrs. worked: 30+ (part-time)	<b>01/2008 to 10/2011</b>
<b>BLACK WATER SECURITY CONSULTING</b> <b>Ambassador's Protection Detail- Alpha Team</b> P.O. Box 1029 Moyock, NC 27958 (252) 435-0030	<b>2006 to 2007</b>
<b>WEST VIRGINIA STATE POLICE</b> Martinsburg State Police Detachment, Troop 2 14 Trooper Drive, Martinsburg, WV 25401 (304) 267-0001	<b>02/2000 to 03/2006</b>
<b>SHAFFER BROS. CONSTRUCTION LLC.</b> 668 Lower Hilderbrand Road, Morgantown, WV 26501 (304) 983-2953	<b>03/1998 to 02/2000</b>
<b>UNITED STATES MARINE CORPS</b> 3 <sup>rd</sup> Battalion 8 <sup>th</sup> Marine Division Camp Lejeune, NC (910)451-1309 E-4 Corporal- Honorable Discharge	<b>01/1994 to 12/1998</b>

**CERTIFICATION OF TRAINING/SPECIALIZED TRAINING:**

09/2017 NRA Law Enforcement Tactical Shooting Instructor Course  
 08/2017 DCJS Law Enforcement Firearms Instructor Course  
 06/2017 NRA Law Enforcement Pistol / Shotgun Instructor Course  
 11/2016 ALERRT CRASE (Civilian Response to Active Shooter Events) Instructor  
 10/2014 Governor's Committee on Crime Delinquency & Correction LEO Instructor  
 05/2014 Advanced A.L.I.C.E. Instructor Training Course  
 05/2013 VXL Academic Instructor Course (80 hours)  
 04/2011 CPR/AED International CPR Institute Inc.: American Heart Association  
 02/2011 Federal Bureau of Investigation Basic Instructor's Development Course, WV  
 08/2009 Armed Security Guard Training Course (47 hr), CLET, LLC, Bklyn, NY  
 07/2009 Basic Security Guard Training Course- CLET, LLC Fort Hamilton, Bklyn, NY  
 03/2006 High Threat Protection Operations Course, Blackwater USA, Moyock, NC  
 02/2005 Smith System Advanced Drivers Training, Arlington, TX

04/2005 Drug Interdiction, Bureau of Criminal Investigation, WVSP Academy, WV  
11/2002 Crime Scene Investigation, Evidence Analysis, WVSP Academy, WV  
08/2002 Special Response Team Training/SWAT course, WVSP Academy, WV  
07/2000 Hostage Negotiations, WVSP Academy, WV  
07/2000 Domestic Terrorism training (annual training), WVSP Academy, WV  
07/2000 Weapons of Mass Destruction (annual training), WVSP Academy, WV  
07/2000 Emergency Driving Course, WVSP Academy, WV  
06/2004 Law Enforcement Mobile Video Instructor's Course, Houston TX  
03/2004 Statement Analysis, Potomac State College, Keyser, WV  
03/2004 Blood Stain Pattern Analysis, WVSP Academy, WV  
02/2004 Crime Scene Processing, University of Florida, IPTM, FL  
01/2004 Field Training Officer Course, WVSP Academy, WV  
06/1997 Hand to Hand Combat Instructor's School, Camp Geiger, NC  
01/1995 Close Quarters Battle tactics, Naval Weapons Station, Newport News, VA  
10/1994 Fundamentals of Leadership Training Course, Naval Weapons Station, VA  
07/1994 Basic Special Weapons Security Guard, USMC, Chesapeake, VA  
06/1994 Advanced Infantry Training School, Camp Lejeune, NC  
04/1994 Basic Combat Infantryman School, Camp Lejeune, NC

#### **PERFORMANCE AWARDS:**

12/2013 Rookie Instructor of the Year Award  
11/2005 Letter of Recognition, WVSP  
08/2005 Nomination of Trooper of the Year Award  
10/2004 Certificate of Appreciation, ATF  
08/2004 Certificate of Appreciation, Frederick Co. Sheriff's Office, MD  
03/2004 Letter of Appreciation, WVSP  
09/2003 Letter of Appreciation, WVSP  
02/2002 Mothers Against Drunk Driving Award  
07/2001 Trooper of the Year Award, WVSP  
01/1997 Good Conduct Service Medal  
06/1996 Naval Achievement Award/Medal

#### **EDUCATION:**

09/2006 Master Detective Course, Detective Training Institute, San Juan Capistrano, CA  
07/2000 Associates Degree, Police Sciences, Marshall University, Institute, WV  
03/1996 Introduction into Criminal Justice, Saint Leo College, Newport News, VA  
09/1993 Criminal Justice, Fairmont State College, Fairmont, WV  
06/1993 Morgantown High School, Morgantown, WV

#### **FIRST AID TRAINING:**

04/2015 CPR Training, American Heart Association  
04/2011 CPR/AED training, American Heart Association  
03/2006 WPPS-2 First aid training

02/2000 Basic CPR/AED training, American Heart Association, WVSP Academy, WV

**FIREARMS/WEAPONRY TRAINING:**

09/2017 NRA Tactical Shooting Instructor Course, PA

08/2017 DCJS Firearms Instructor Course, VA

06/2017 NRA Pistol / Shotgun Instructor Course, PA

05/2011 M-4 Basic course instructor-Academi, Moyock, NC

05/2011 Glock 17 Basic course instructor-Academi, Moyock, NC

02/2011 Federal Bureau of Investigation Basic Instructor's Development Course, WV

03/2006 Glock 19 – qualification, WPPS-2, Moyock, NC

03/2006 M4 Carbine – qualification, WPPS-2, Moyock, NC

03/2006 M249 Machinegun – qualification, WPPS-2, Moyock, NC

03/2006 M240 Machinegun – qualification, WPPS-2, Moyock, NC

03/2006 M203 Grenade Launcher – qualification, WPPS-2, Moyock, NC

03/2006 AK-47 – familiarization fire, WPPS-2, Moyock, NC

03/2006 870 Remington pump action shotgun, WPPS-2, Moyock, NC

07/2006 870 Remington pump action shotgun, WVSP Academy

05/2005 45 cal. S&W pistol- qualification- WVSP Academy

08/2001 M4 Carbine, Special Response Team, WVSP Academy

08/2001 MP5 Sub-Machine gun tactics, Special Response Team, WVSP Academy

07/2000 40 cal. S&W pistol- qualification- WVSP Academy

07/2000 Emergency Driving Course, WVSP Academy, WV

06/1996 MP5 Sub-Machine gun, United States Marine Corps

09/1994 M240 Gulf, United States Marine Corps

09/1994 M249 SAW, United States Marine Corps

09/1994 M203 Grenade Launcher, United States Marine Corps

09/1994 9mm Berretta service pistol, United States Marine Corps

09/1994 M16-A2, United States Marine Corps

**Randy Lilly**

(b)(6) 221 Mona Lisa Lane  
Gerrardstown, WV  
25420  
(304) 995-9666  
rlillynwv@gmail.com

**Objective**

Maintain full time employment in the public service field where I can apply my skills and experience in this area where I enjoy serving our communities and the members within. Be part of a team that works together that strives to make our quality of life better.

**Employment History**

Director January 2021 to Present - Berkeley County Office of Homeland Security and Emergency Management, Martinsburg WV

April 2016 thru January 2021 – Berkeley County Office of Homeland Security and Emergency Management, Martinsburg WV

- Inform and coordinate all OHSEM activities with the Berkeley County Fire Chief/BCOHSEM Director
- Chair Berkeley County Local Emergency Planning Committee
- Research, recommend purchase, operate and maintain mass notification system
- Conduct CPR/AED/First Aid training for Berkeley Fire and Central Dispatch employees as well as volunteer firefighters
- Conduct Stop-the-Bleed training to industry, businesses, educational and faith-based institutions
- Attend and maintain training certifications as required by WVDHSEM and FEMA
- Work with FEMA, WVDHSEM, and County Council to ensure compliance with guidelines and procedures
- Promote and assist industry, businesses and community members in disaster preparedness
- Assist in development, attend and play a key role in disaster exercises
- Assist Berkeley Fire employees with technical issues
- Respond to all HazMat responses and large fire incidents
- Maintain a partnership with industry, business, charitable groups and community members
- Maintain Emergency Operations Plan
- Identify resources that may be needed in the event of a disaster
- Work with and maintain a relationship with fire departments, law enforcement agencies, emergency medical services, Central Dispatch and many other partners
- Assist in budgeting for the Emergency Services department and Berkeley Fire
- Work with grant writers to secure grant funding and ensure department compliance for approved grant funds
- Assist in repair and maintaining HazMat and Swift Water Rescue equipment
- Assist in public training programs such as the House on Wheels.
- Maintain weekly E-Team reports as required by WVDHSEM

- Attend Fireboard, Fire Association, 911 Advisory Board, LEPC and Stop-the-Bleed meetings on a regular basis
- Maintain Emergency Operations Center so that it is ready in the event of a disaster
- Research, recommend for purchase, operate and maintain high level sophisticated HazMat response equipment

#### Project Engineer

December 1991 thru April 2016, Southeastern Container, Inc., Winchester, VA

- Develop and maintain a first responder program within the plant facility that included individuals trained at an "emergency responder" level of training.
- Develop and maintain an emergency evacuation plan with within the facility in the event of a fire or disaster.
- Work with local, state and federal agencies (county inspections, EPA, OSHA, Fire Marshall) to ensure compliance of all regulations and maintain records.
- Work with insurance agencies, private contractors and inspectors to develop and maintain testing programs to ensure emergency lighting, fire pumps, sprinkler systems and alarms are operational within the facility and maintain records.
- Prepare, submit and justify annual capital budgets for the facility.
- Implement and follow up on capital projects.
- Track and control spending on capital projects.
- Install, commission, and maintain production equipment, both mechanically and electrically, in manufacturing facility.
- Identify areas where tasks can be made safer, easier or more productive and implement equipment or procedures to accommodate tasks at hand.
- Ensure all compliance certifications are maintained and records kept to meet all Federal, State and local guidelines.
- Computer programming and troubleshooting.
- Programmable Logic Controller programming and troubleshooting.
- Identify ways to reduce cost and scrap in the process.
- Assist in managing schedules and employees so that production schedules are met.
- Serve as the chair person for the facility sustainability team.
- Assist maintenance in troubleshooting production equipment both electrically and mechanically.
- Serve as onsite IT person to assist in computer, server, printer, fax or telephone programming or troubleshooting.
- Liaison between utility companies including power, water, gas and sanitation.
- Responsible for maintaining power equipment including transformers and utility poles, lines and switches.



### Firefighter/EMT

November 2013 thru April 2016 (Part Time), Berkeley County Fire, Martinsburg, WV

- Respond to emergency situations involving fire, medical, and other public service needs.
- Serve and protect the community against emergency hazards.
- Inspect, test, and maintain equipment.

### Education

September 1978 thru June 1984 - Musselman High School, Bunker Hill, WV

- High School Diploma

1992 thru 2016: Received Certificates of Achievement from Lord Fairfax Community College in Electricity I, II, III and IV; Programmable Controls I and II; Electrical Motor Controls I and II; PLC Programming Basic and Advanced; AutoCad I; Microsoft Word, Excel, PowerPoint and Access; HVAC Troubleshooting and Repair I; Green Build, Green Practices and Energy Auditor.

Have also received certificates of completion in Wonderware; Siemens S7 PLC Programming I and II; Mechanical Repair and Rebuild of Centac Air Compressors; and various types of industrial drives.

- Lean Six Sigma Certified through Western Carolina University.

### Computer Software

Experienced in the use of:

- Microsoft Windows, Word, Excel, Access, PowerPoint, Outlook and Visio
- AutoCad
- Siemens S5, Siemens S7 and Allen Bradley PLC Programming Software
- Wonderware
- KepWare
- SQL Server

## **Other Experience**

Member of the Back Creek Valley Volunteer Fire Department for 11 years with the responsibility of serving on the Board of Directors for 2 years, President for 6 years, a Lieutenant for 5 years and currently serving as a Captain for the past year.

Attend Berkeley County Fire Board meetings, Berkeley County Fire Association meetings and 911 Advisory Board meetings.

## **Certifications Include**

- Firefighter 1 and 2
- Fire Officer 1 and 2
- Incident Safety Officer
- Driver/Operator Pumper
- Vehicle and Machinery Rescue Technician
- HazMat Technician
- WV MCI I and II
- West Virginia/Nationally Registered EMT
- National Child Passenger Safety Technician (Expired)
- Certified EKG Technician (Expired)
- AHA Instructor for First Aid, CPR & AED
- AWR-328 - All Hazards Preparedness for Animals in Disaster
- AWR-337 - Improvised Explosive Device Explosive Effects Mitigation
- B.E.C.O.N. Active Shooter Preparedness
- Chemical-terrorism Vulnerability Information Authorized User Certificate
- EMI - National Emergency Management Basic Academy
- G290 - Basic Public Information Officer
- IS Professional Development Series
- IS-00001.a - Emergency Manager an Orientation to the Position
- IS-00029 - Public Information Officer Awareness
- IS-00100.b - Introduction to Incident Command System
- IS-00120.a - An Introduction to Exercises
- IS-00120.c - An Introduction to Exercises
- IS-200.b - ICS for Single Resources and Initial Action Incident, ICS-200
- IS-00230.b - Fundamentals of Emergency Management
- IS-00235.c - Emergency Planning
- IS-00240.b - Leadership and Influence
- IS-00241.b - Decision Making and Problem Solving
- IS-00242.b - Effective Communication
- IS-00244.b - Developing and Managing Volunteers
- IS-00247.a - Integrated Public Alert and Warning System
- IS-00248 - Integrated Public Alert and Warning System (IPAWS) for the American Public
- IS-00393.b - Introduction to Hazard Mitigation
- IS-00700.a - National Incident Management System (NIMS) An Introduction
- IS-00701.a - NIMS Multiagency Coordination System (MACS)

- IS-00702.a - NIMS Public Information Systems
- IS-00703.a - NIMS Resource Management
- IS-00704 - NIMS Communications and Information Management
- IS-00706 - NIMS Intrastate Mutual Aid an Introduction
- IS-00800.b - National Response Framework, An Introduction
- IS-00909 - Community Preparedness Implementing Simple Activities for Everyone
- IS-00914 - Surveillance Awareness What You Can Do
- L0101 - Foundations of Emergency Management
- L0102 -Science for Disasters
- L0103 - Planning
- L0105 - Public Information and Warning
- L0146 - Homeland Security Exercise and Evaluation Program (HSEEP)
- Methamphetamine Lab Awareness
- MGT-405 - Mobilizing Faith-Based Community Organizations in Preparing for Disaster
- MGT-448 - All Hazards Planning for Animal, Agricultural, and Food Related Disasters
- MGT-461 – Evacuation Planning Strategies and Solutions
- PER-312 - Vehicle-Borne Improvised Explosive Device Detection
- PER-336 - Protective Measures Course
- Pipeline Emergency Response & Damage Prevention
- Rescue Task Force
- TRANSCAER – Ethanol Emergency Response
- TRANSCAER – Train the Trainer
- WVPST Instructor In-Service

## **References**

References are available on request.

# James Shawn Wolford

(b)(6) 8 Oak St. W Rainelle, WV 25962 304-667-0765 jwolford@berkeleywv.org firestorm60@live.com

## SUMMARY OF QUALIFICATIONS

I currently serve as Emergency Manager for Berkeley County, WV. I am fully experienced in emergency management, homeland security, and overall public safety operations, with over 20 years' experience and over 13 years as Director or Deputy Director at the county level. I have proven cooperative work with multiple public safety agencies covering local, county, state and federal jurisdictions. Extensive knowledge of, and work in, both an individual fire department and county-wide emergency services will allow me to serve as a resource for each agency to formulate and reach goals to improve life safety and to prepare for both response and recovery on a county level. During my prior and current service, I have worked on a county-wide level to manage and oversee all functions of emergency management and homeland security across four separate counties (Greenbrier, Fayette, Nicholas, and Berkeley), including work with all public safety disciplines and all levels of government and private sector. I have a complete working knowledge of all areas of emergency management from mitigation and preparedness through response and recovery. I have managed a paid staff of up to 25 employees, providing training, guidance, policy formation and general operations. I have experience in both local and county government budgetary processes, including bidding and specification and records management. My positions' have allowed for a self-directed work schedule, during which I have successfully formulated and completed goals, projects and plans with very little supervision. I have extensive experience involving both large-scale pre-planned events, such as Bridge Day, the Greenbrier Classic PGA event, WV State Fair, the 2013 and 2017 National Scout Jamborees, 2019 World Scout Jamboree, as well as natural and man-made emergency events. I have extensive experience in disaster recovery processes and all related policy and procedure from state and federal agencies. I have successfully applied for, received and managed various grants totaling over \$3.7 million, including, but not limited to: EMPG, HSGP, CARES and many others. Additionally, I have taught courses and managed statewide resources for the WV 911 Council and have Public Safety Instructor certifications including Fire Instructor I and II and all APCO Public Safety Communications courses and, working cooperatively with Berkeley Emergency Communications, I will be certified IAED Fire Dispatch Instructor by end of year 2022. Past education/teaching experience includes elementary education long-term placement within Greenbrier and Fayette County public schools.

## PROFESSIONAL EXPERIENCE

### BERKELEY COUNTY OFFICE OF EMERGENCY MANAGEMENT, Martinsburg, WV 6/2021 – Present

*Emergency Manager* (40-50 hours/week)

*Interim Floodplain Manager for Berkeley County*

- Management of staff and oversight of separate offices/functions of BCOEM. Liaison for all public safety agencies (city, county, state, federal) for all emergency management and public safety needs.
- Oversight and guidance of all levels of emergency management from mitigation through recovery
- Management of multiple projects and grants, to include RFP creation and issuance, bid selection and project oversight/management.
- Manage National Flood Insurance Program (NFIP) for Berkeley County, building permits and monitor construction for compliance of NFIP standards and county ordinance.

### NICHOLAS COUNTY DIVISION OF HOMELAND SECURITY & EMERGENCY MANAGEMENT, Summersville, WV 7/2016 – 5/2021

*Director of Homeland Security & Emergency Management/9-1-1* (40-50 hours/week)

- Management of staff and oversight of three separate offices/functions of NCDHSEM (Office of Emergency Management, Office of the Floodplain Management and Office of Emergency Communications/911). Liaison for all public safety (city, county, state, federal) for all emergency communication and emergency management
- Oversight and guidance of all levels of emergency management from mitigation through recovery



- Management of multiple projects and grants, to include RFP creation and issuance, bid selection and project oversight/management. Major projects include, but not limited to: \$1,500,000 CARES Act, \$499,000 new tower site; \$477,000 new tower site; \$225,000 mobile radio project; \$25,000 aerial imagery project; \$35,000 communications recorder system, annual EMPG, and various other smaller projects.

TOWN OF RAINELLE, Rainelle, WV 5/2015 – present

*Flood Plain Manager (part-time/as needed)*

- Manage National Flood Insurance Program (NFIP) for Town of Rainelle
- Review building permits and monitor construction for compliance of NFIP standards

GREENBRIER COUNTY BOARD OF EDUCATION, Lewisburg, WV 1/2016 – 7/2018

*5<sup>th</sup> Grade Teacher (Long-term substitute), Crichton Elementary School (45 hours/week) (1/2016 - 6/2016)*

- All aspects of classroom teaching and management for 5<sup>th</sup> Grade
- Also taught Science and Social Studies to 3<sup>rd</sup> and 4<sup>th</sup> Grades for one class period each per day.

FAYETTE COUNTY BOARD OF EDUCATION, Fayetteville, WV 12/2015 – 7/2018

*Substitute Teacher (part-time, as needed)*

- Substitute teacher for all schools, elementary through high school, on an as-needed basis.

PRINCE WILLIAM COUNTY DEPARTMENT OF FIRE & RESCUE, Nokesville, VA 7/2014 – 10/2014

*Fire Rescue Technician I Recruit (48 hours/week)*

- Basic fire rescue recruit training program, including all facets of fire, rescue and emergency medical training.

FAYETTE COUNTY OFFICE OF EMERGENCY MANAGEMENT, Fayetteville, WV 4/2013 – 7/2014

*Director of Emergency Management (40-50 hours/week)*

- Management of staff and oversight of three separate offices/functions of Fayette County OEM (Office of Emergency Management, Office of the Fire Coordinator/Fire Services and Office of Emergency Communications/911). Liaison for over 35 agencies (city, county, state, federal) for all emergency communication procedures and policy.
- Oversight and guidance of all functions of emergency management
- Vice President of West Virginia 911 Council. Chair of Resource and Public Relations Committee for WV 911 Council. APCO certified instructor.

GREENBRIER COUNTY 911, Lewisburg, WV

9/2000 – 3/2013

*Deputy Director – GIS, Technology & Training 4/2008 – 3/2013*

*Interim Director 10/2007 – 4/2008*

*Addressing and Mapping Manager/Radio Technician 3/2004 – 10/2007*

*Emergency Tele-communicator/Radio Technician 9/2000 – 3/2004*

- Management of staff, including to create and implement full training program
- Liaison for over 30 agencies (city, county, state, federal) for all emergency communication procedures and policy. Specific attention to 15 fire departments in oversight, communications, response area and policy assistance.
- Sole management of county radio system (911 Center central control, 7 remote tower sites and over 800 individual subscriber units)
- Management of multiple projects, to include RFP creation and issuance, bid selection and project oversight/management. Major projects include, but not limited to: \$450,000 911 Center radio/telephony upgrade, \$375,000 new tower site development, \$25,000 GIS/Mapping software, Two (2) \$15,000 tower site moves and upgrades.
- Chair of Resource and Public Relations Committee for WV 911 Council. APCO certified instructor.



## RAINELLE FIRE DEPARTMENT, Rainelle, WV

2/1994 – present

<i>Training Officer/ Safety Officer</i>	3/2020 – present
<i>Assistant Chief</i>	1/2016 – 1/2017
<i>Chief of Department</i>	1/2011 – 1/2014
<i>Lieutenant/ Captain/ Training Officer</i>	1/1998 – 1/2011

- Pro-Board certified Fire Officer 1 and 2 and Fire Instructor 1 and 2. WV certified Auto Extrication Technician and HazMat Operations, Safety Officer. Full training portfolio upon request.
- Extensive and progressive experience in all aspects of fire service management and operations.
- Successful grant writing, having been awarded over \$1,000,000. Subsequent management of all projects, including but not limited to: \$650,000 apparatus, \$230,000 apparatus, \$70,000 breathing air project and \$65,000 protective gear. Additional project management includes, but not limited to: \$200,000 apparatus and \$38,000 rescue equipment.

## EDUCATION

### MOUNTAIN STATE UNIVERSITY, Beckley, WV

*Bachelor of Arts: Psychology/Social & Behavioral Sciences, 2011*

*Associate of Science: Fire Science, 2011*

### APPALACHIAN BIBLE COLLEGE, Bradley, WV

*Associate of Arts: Bible Studies/Youth Ministry, 2002*

**Jennifer L. Swisher**

(b)(6) 34 Broadfording Rd., Hagerstown, MD 21740, 301-665-9450, jenswisher13@gmail.com

**Work Experience**

**Director, Berkeley County, Department of Emergency Communications, September 2020 - Present**

- Direct and supervise 36 full and part-time personnel
- Coordinate activities of Emergency Communications
- Develop, administer departmental operating and capital budget
- Maintain records of operation, including confidential personnel records and files
- Ensure current, accurate and applicable Standard Operating Procedures
- Conduct employee disciplinary actions (counseling forms, verbal and written warnings, suspensions, terminations, hearings, etc.)
- Participate in staff and management development
- Ensure operations and equipment met FCC regulations and well as other federal, state and local laws
- Manage testing and selection of new employees
- Represent Communications Department on state and local committees

**Programs Manager, Washington County, Division of Emergency Services, October 2017-September 2020**

- Manages hiring processes for Fire, EMS, Emergency Management and Communications personnel
- Manages staffing software
- Serves as Custodian of Records and maintains logging recorder
- Prepares written and recorded documents for Communication-based inquiries and FOIA requests
- Liaison to Tow Board
- Manages Project Lifesaver program
- Monitors and maintains social media sites
- Assists with development and implementation of policies and procedures
- Assists with development and administration of annual budget
- Represents Division of Emergency Services on state and local committees

**Deputy Director/Administrative Manager, Emergency Communications Center, July 2009 – October 2017**

- Supervised subordinates
- Managed staffing software
- Maintained audio logging recorder
- Served as Custodian of Records
- Prepared written and recorded documents for Communication-based inquiries and FOIA requests
- Assisted with development of departmental budget and grants
- Managed Quality Assurance program
- Developed statistical reports, standard operating procedures, performance reports, letters of recognition etc.
- Developed employee improvement plans
- Assisted and/or conducted disciplinary actions (counseling forms, verbal/written warnings, suspensions, terminations)
- Managed testing and selection of new employees
- Managed coordinated and assisted with Communications training program
- Represented Communications Department on state and local committees
- Assisted in Emergency Operations Center during activations

**Assistant Chief, Emergency Communications Center, January 2004-July 2009**

- Provided direct supervision of shift supervisors and Emergency Communications Specialists
- Prepared written and recorded documents for Communication-based inquiries and FOIA requests
- Acted as Custodian of Records
- Maintained audio logging recorder
- Assisted with development of departmental budget and grants
- Managed Quality Assurance program
- Assisted with development of standard operating procedures, ECC staff evaluations, ECC training program and stats
- Assisted with hiring and promotion of employees
- Managed scheduling and training of ECC staff

- Assisted with preparation of letters of recognition, exemplary performance reports, award programs, etc.
- Assisted and/or conducted employee disciplinary actions (counseling forms, verbal and written warnings, suspensions, terminations, hearings, etc.)
- Developed employee improvement plans
- Assisted in Emergency Operations Center during activations

**Shift Supervisor, Emergency Communications Center, January 2002 - January 2004**

- Processed emergency/non-emergency phone calls, dispatching and tracking Fire and EMS personnel/equipment as directed
- Maintained communications with local and multi-jurisdictional agencies
- Assisted with scheduling and training of ECC staff
- Performed annual evaluations for subordinates
- Assisted with development of departmental statistics

**Emergency Communications Specialist, Emergency Communications Center, January 1998 - January 2002**

- Processed emergency and non-emergency phone calls, dispatching and tracking Fire and EMS personnel/equipment, as directed
- Maintained communications with local and multi-jurisdictional agencies
- Transferred emergency law enforcement calls to appropriate police agencies

**Detention Deputy, Washington County Sheriff's Office, March 1996 – March 1997**

- Supervise inmates during meals, personal hygiene and related activities for conformance to institutional rules, regulations and procedures
- Prepare routine records on inmates; perform general clerical duties
- Patrol jail area periodically to insure security and maintain order
- Perform searches on female inmates
- Administer basic first aid

**Police Communications Operator, Washington County Sheriff's Office, April 1994–March 1996**

- Processed emergency and non-emergency phone calls, dispatching and tracking personnel, as directed
- Retrieved and entered people and property from NCIC/CJIS
- Assisted training new dispatchers, as directed

**Education**

- Hagerstown Community College, Business Administration (2004 – Present)
- National Fire Academy, Management Science Program (2003 – 2006)
- Williamsport High School (1987 – 1991)

**Training Experiences**

- Center Manager Certification Program, Sykesville, MD (April 2014)
- Communications Training Officer, Hagerstown, MD (August 2019)
- Hagerstown Community College Management Program, Hagerstown, MD (May 2008)
- Hagerstown Community College Going for the Gold Supervisor Program, Hagerstown, MD (August 2004)
- Hagerstown Community College Leadership is Everybody's Business Program, Hagerstown, MD (February 2004)
- Hagerstown Community College Supervisor Class, Hagerstown, MD 21740 (November 2019)
- Emergency Medical Dispatch, Hagerstown, MD (May 1998)
- Emergency Fire Dispatch, Hagerstown, MD (April 2004)
- Emergency Police Dispatch, Hagerstown, MD (April 2005)
- Emergency Medical Quality Assurance, Hagerstown, MD (October 2002)
- Emergency Fire Quality Assurance, Baltimore, MD (March 2006)
- Emergency Police Quality Assurance, Hagerstown, MD (June 2007)
- Emergency Telecommunicator Course Instructor, Hagerstown, MD (November 2004)
- AQUA for Windows, Queen Anne County, MD (January 2004)
- Introduction to VOIP for PSAPs, Hagerstown, MD (March 2006)
- Liability Issues in the 9-1-1 Center, Hagerstown, MD (April 2006)

- Leadership in the 9-1-1 Center, Hagerstown, MD (November 2006)
- Introduction to Next Generation 9-1-1, Hagerstown, MD (May 2007)
- Overcoming Negativity in the Communications Center, Hagerstown, MD (October 2008)
- Preventing Telecommunicator Tunnel Vision, Washington D.C. (April 2019)
- ICS Supply Unit Leader, Chesterfield, VA (April 2014)
- ICS Planning Section Chief, Gaithersburg, MD (May 2014)
- ICS Logistics Section Chief, Valhalla, NY (June 2014)
- ICS/EOC Interface, Garrett County, MD (August 2014)
- Type 3 Incident Management Team Training, Williamsport, MD (August 2015)

#### **Additional Information**

- Maryland Emergency Number Association, Treasurer, past President and Vice-President
- Maryland IMT member
- APCO member
- NENA member
- MIHI of Washington County Board member
- Maryland Training Committee
- Washington County Medical Review Committee
- Tri-State Telecommunicator Consortium member, past Chairperson
- Washington County Citizen Corps
- Previously certified Emergency Medical Technician, Clear Spring, MD
- Previously certified Cardiac Rescue Technician, Frederick, MD

## APPENDIX C

### Documentation of Commitment and Support



The Senate of West Virginia  
Charleston

CHARLES S. TRUMP, IV  
CHAIR  
COMMITTEE ON THE JUDICIARY



STATE CAPITOL, ROOM W-210  
1900 KANAWHA BLVD. EAST  
CHARLESTON, WV 25305-0800  
304-357-7980

May 3, 2022

US Department of Homeland Security  
Office of Targeted Violence and Terrorism Prevention  
2707 Martin Luther King Avenue, SE  
Washington, DC 20528-0045

Re: Department of Homeland Security  
Fiscal Year 2022 Competitive Grant Announcement  
DHS-22-TTP-132-00-01

To Whom It May Concern:

I am writing to show my support for the Berkeley County Council grant application through the Department of Homeland Security for the Targeted Violence and Terrorism Prevention Grant Program. This program will provide valuable tools and training that will further aid in protection of our residents.

Berkeley County is the hub of the Eastern Panhandle of West Virginia and it has seen exponential growth in just the last five years. Berkeley County is home to several federal agencies including the Internal Revenue Service, Bureau of Alcohol, Tobacco, Firearms and Explosives, Coast Guard, and many others. It is of the utmost importance local law enforcement, emergency management, and first responders learn to recognize domestic terrorism behavior, so they are able to prevent targeted violence and terrorism in Berkeley County.

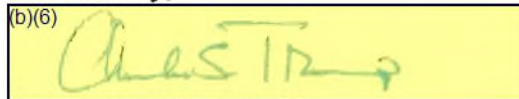
The requested grant will finance critical trainings and put in place a much-needed school communication structure plan and invaluable instruction to school personnel who will be trained on the behavior and characteristics to look for in extremist behavior. It will also allow emergency management to develop a county targeted violence and terrorism plan. Education and prevention are two of our greatest assets in stopping targeted violence and terrorism.

US Department of Homeland Security  
May 3, 2022  
Page 2 of 2

I am fully supportive of the grant application, and I ask that you give the application careful consideration and scrutiny, and that ultimately award the grant to the Berkeley County Council. Should you have any questions or concerns, please feel free to contact me. Thank you.

Sincerely,

(b)(6)



Charles S. Trump IV  
Chairman, Committee on the Judiciary  
West Virginia Senate

CST/bdd

# Berkeley County Schools

May 2, 2022

United States Department of Homeland Security  
Office of Targeted Violence and Terrorism Prevention  
Secretary Alejandro Mayorkas  
2707 Martin Luther King Ave, SE  
Washington, DC 20528-0445

RE: Targeted Violence and Terrorism Prevention Grant Program  
FY 2022 Competitive Grant Announcement  
FY 2022 Competitive Grant Announcement DHS-22-TTP-132-00-01

Secretary Mayorkas:

Berkeley County Schools is in full support of the Berkeley County Sheriff's Department application for the Targeted Violence and Terrorism Prevention Grant Program.


Training is one of the best ways our law enforcement, emergency management, and first responders can acquire knowledge on prevention of violence and terrorism. They will then be able to take what they learned to instruct school teachers, personnel, and others in the county on what key signs in behavior and patterns to look for. It is extremely valuable to the safety of our county and country.

Berkeley County, according to a 2019 report is one of the fastest growing counties in West Virginia, in population and with major corporations moving to the area and building operational facilities. Interstate 81, being a major corridor and one of the busiest interstates in West Virginia, passes through our county, leaving us vulnerable to terrorist attacks and recruiting.

It is the responsibility of our law enforcement and the citizens of Berkeley County to keep all of us safe and prevent targeted violence and terrorism. A priority that is at the top of our list.

We fully support this grant program request and have full confidence in our counties law enforcement, emergency management and first responders as they diligently work to make our county safe.

Sincerely,

(b)(6)  


Patrick K. Murphy, Ed.D.



1453 Winchester Avenue, Martinsburg, WV 25405

304-267-3500

info@berkeleycountyschools.org

304-267-3524

berkeleycountyschools.org







NATHAN HARMON  
SHERIFF

# Berkeley County Sheriff's Office

510 S. RALEIGH ST., MARTINSBURG, WV 25401  
(304) 267-7000 - [www.berkeleywv.org](http://www.berkeleywv.org)



TOM YOUNG  
CHIEF DEPUTY

US Department of Homeland Security  
Office of Targeted Violence and Terrorism Prevention  
2707 Martin Luther King Ave., SE  
Washington, DC 20528-0445

RE: Targeted Violence and Terrorism Prevention Grant Program  
FY 2022 Competitive Grant Announcement

To Whom It May Concern:

As the elected Sheriff of Berkeley County, I am pleased to provide my support and commitment for Berkeley County's application through the Department of Homeland Security for Targeted violence and Terrorism Prevention. This unique opportunity will provide our community with resources to train our law enforcement, emergency management and first responders in learning about extremist groups and terrorism to be able to put a communication plan in place and instruct our school personnel on what to look for in extremist behavior and characteristics.

Under my leadership, the Sheriff's Office will be able to hold quarterly meeting with county stakeholders and school personnel. As a partner in this initiative, staff will participate in the planning, implementation, and evaluation; offering administrative assistance, data analysis, and articulate recommendations for policy, programming and budget recommendations.

On behalf of the Berkeley County Sheriff's Office, I extend our full and heartfelt commitment to this unprecedented effort to the opportunity of increasing public safety, effectively using resources, while continuing to provide quality services to the residence of this community.

Respectfully,

(b)(6)

Sheriff Nathan A. Harmon

Berkeley Co. Sheriff Dept.



**BERKELEY COUNTY**  
**HOMELAND SECURITY &**  
**EMERGENCY MANAGEMENT**



May 2, 2022

US Department of Homeland Security  
Office of Targeted Violence and Terrorism Prevention  
2707 Martin Luther King Ave., SE  
Washington, DC 20528-0445

RE: Targeted Violence and Terrorism Prevention Grant Program  
FY 2022 Competitive Grant Announcement

To Whom It May Concern:

On behalf of the Berkeley County Office of Homeland Security & Emergency Management, I am in support and commitment of Berkeley County's application through the Department of Homeland Security for Targeted Violence and Terrorism Prevention. Our mission is to promote emergency management principles across the whole community with values such as commitment, professionalism, dependability and accountability. This unique opportunity will offer our community with resources to establish a Homeland Security Communication Program inclusive of a countywide plan with multi-disciplinary threat assessment and management supported by communication to mitigate and respond to incidents.

Berkeley County Office of Homeland Security & Emergency Management will serve in partnership with Berkeley County Sheriff's Department to develop a sustainable countywide threat assessment team, support coordination of targeted violence and terrorism trainings and exercise and develop standardized protocols. The emergency communication and notification tool known as "Alert Berkeley" (Swift911) will be available for utilization should the need arise in our community. As a partner in this initiative, staff will participate in the planning, implementation, and evaluation; offering administrative assistance, data analysis, and articulate recommendations for policy, programming and budget recommendations.

Sincerely,

(b)(6)

*Randy Lilly*

Randy Lilly

Berkeley County Office of Homeland Security & Emergency Management, Director



April 27, 2022

US Department of Homeland Security  
Office of Targeted Violence and Terrorism Prevention  
2707 Martin Luther King Ave., SE  
Washington, DC 20528-0445

RE: Targeted Violence and Terrorism Prevention Grant Program  
FY 2022 Competitive Grant Announcement

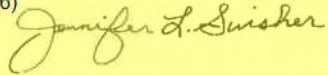
To Whom It May Concern:

On behalf of Berkeley County 911, I am submitted a letter of support for Berkeley County's application to the Department of Homeland Security for the Targeted Violence and Terrorism Prevention Grant. This unique opportunity will offer our community resources to train law enforcement, emergency management, first responders and school personal with way to recognize behavior and characteristics of extreme tendency's and set up a much need communication plan, threat assessment and management team supported by innovative technology to mitigate and respond to incident of violence in the schools and around the county.

We know that our role in gathering information and communicating that to law enforcement and first responders is critical. WE plan to ensure staff will participate in trainings and exercises associated with team development, assist with development of standardized protocols and serve as an in network capacity.

We are committed to this program with Berkeley County and look forward to participating in the multi-disciplinary team network in a strategic coordinated manner effectively using the resources and ensure the residences feel safe.

Sincerely,

(b)(6)  


Jennifer Swisher  
Berkeley County 911, Director

May 5, 2022

US Department of Homeland Security  
Office of Targeted Violence and Terrorism Prevention  
2707 Martin Luther King Ave., SE  
Washington, DC 20528-0445

RE: Targeted Violence and Terrorism Prevention Grant Program  
FY 2022 Competitive Grant Announcement  
DHS-22-TTP-132-00-01

To Whom It May Concern:

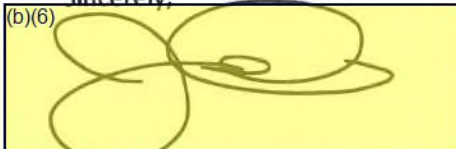
The National Policing Institute is pleased to submit this letter in support of Berkeley County's application for the Targeted Violence and Terrorism Prevention Grant Program. Berkeley County intends to use the funding to support the implementation of a countywide Threat Assessment and Management Task Force. The National Policing Institute's Center for Targeted Violence Prevention will provide technical assistance to the task force, targeted violence and terrorism prevention training, the creation of a communications plan, and a targeted violence emergency response plan.

The National Policing Institutes' mission is to advance policing through innovation and science. The NPI is the oldest non-profit, non-partisan, and non-membership-driven organization dedicated to improving America's most noble profession-police. In 2018, the Foundation established the Center for Mass Violence Response Studies (CMVRS), now called the Center for Targeted Violence Prevention, to bring public safety, government, school, and other leaders together to think critically about the challenges posed by mass causality events and to develop comprehensive policies and practices to prevent, respond to and recover from them. The CMVRS has conducted in-depth after-action studies of the San Bernardino (CA) and Pulse Nightclub (Orlando, FL) terrorist attacks; and a mass shooting in Kalamazoo (MI). The Center has conducted reviews of completed school shootings at Marjory Stoneman Douglas High School (Parkland, FL) and the University of North Carolina-Charlotte, as well as an averted high school shooting in Paw Paw (MI).

The Center has also developed and administers the Averted School Violence database, which records incidents completed and prevented school attacks and shares lessons learned to improve the safety and security of our educational institutions. Additionally, the Center has provided technical assistance to Chatham County (GA) to support their efforts to build a county-wide targeted violence prevention program.

If this proposal is funded, Dr. Frank Straub, the Director of the Center for Targeted Violence Prevention, will be NPI's project lead. Sammie Wicks, the Center's Senior Program Manager, will collaborate with Dr. Straub and work closely with Berkeley County to provide training, technical assistance, and subject matter expertise to implement the proposed project.

Sincerely,

(b)(6)  


James Burch, President

## APPENDIX D

### Letters of Recommendation

JOE MANCHIN III  
WEST VIRGINIA

SUITE 306  
HART BUILDING  
WASHINGTON, DC 20510  
(202) 224-3854

United States Senate  
WASHINGTON, DC 20510-4804

COMMITTEES  
APPROPRIATIONS  
ARMED SERVICES  
ENERGY AND NATURAL RESOURCES  
VETERANS' AFFAIRS

13 May 2022

The Honorable Alejandro Mayorkas  
US Department of Homeland Security  
Washington, DC 20528

Secretary Mayorkas:

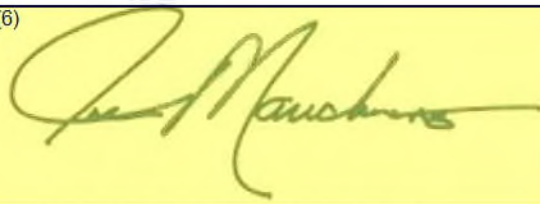
The **Berkeley County Council** recently provided information regarding their **County-Wide Targeted Behavior Plan** proposal for the **U.S. Department of Homeland Security's Fiscal Year 2022 Targeted Violence and Terrorism Prevention Grant Program**. I am pleased to lend my support to the West Virginia Division of Highway's worthwhile proposal.

With two known extremist groups located in Berkeley County, at least 40 within a 100-mile radius and 50% of their law enforcement agency not trained to recognize known symbols, behavior and ideologies associated with these groups, Berkeley County would be well served by development of this program. This grant would give them the resources to provide three intensive trainings to law enforcement, emergency management and first responders over the two-year grant period. Berkeley County will gain much needed education and training, leading to a threat assessment task force and a county-wide communication plan.

I truly appreciate your time and efforts in reviewing the Berkeley County Council's proposal and this corresponding letter of support. If I can be of any further assistance please contact my Charleston office

(b)(6)(04)342-5855.

Sincerely,

(b)(6)  


U.S. Senator Joe Manchin III

JM/anr

APPENDIX E

DHS Budget Worksheet



**DHS Budget Worksheet**

<b>Budget Category</b>	<b>Federal Request</b>
Personnel	\$90,000.00
Fridge Benefits	\$38,846.00
Travel	\$50,453.40
Supplies	\$7,350.00
Contractual	\$196,914.13
Other	\$0.00
<i>Total Direct Cost</i>	
Indirect cost	\$0.00
<b>Total Project Costs</b>	<b>\$383,563.53</b>

# EMW-2022-GR-APP-00025

## Application Information

**Application Number:** EMW-2022-GR-APP-00025

**Funding Opportunity Name:** Fiscal Year (FY) 2022 Targeted Violence and Terrorism Prevention (TVTP)

**Funding Opportunity Number:** DHS-22-TTP-132-00-01

**Application Status:** Pending Review

## Applicant Information

**Legal Name:** Berkeley County Council

**Organization ID:** 22436

**Type:** County governments

**Division:**

**Department:** Office of Emergency Management

**EIN:** 58000296

**EIN Shared With Organizations:**

**DUNS:** 084995141

**DUNS 4:** 0000

**Congressional District:** Congressional District 02, WV

## Physical Address

**Address Line 1:** 400 W. Stephen Street

**Address Line 2:** suite 201

**City:** Martinsburg

**State:** West Virginia

**Province:**

**Zip:** 25401-[Grantee Organization > Physical Address > Zip 4]

**Country:** UNITED STATES

## Mailing Address

**Address Line 1:** 400 W. Stephen Street

**Address Line 2:** suite 201

**City:** Martinsburg

**State:** West Virginia

**Province:**

**Zip:** 25401-[Grantee Organization > Mailing Address > Zip 4]

**Country:** UNITED STATES

## SF-424 Information

### Project Information

**Project Title:** Berkeley County Council Department of Homeland Security Targeted Violence and Terrorism Prevention Program

**Program/Project Congressional Districts:** Congressional District 02, WV

**Proposed Start Date:** Sat Oct 01 00:00:00 GMT 2022

**Proposed End Date:** Mon Sep 30 00:00:00 GMT 2024

**Areas Affected by Project (Cities, Counties, States, etc.):** Berkeley County, West Virginia

## Estimated Funding

Funding Source	Estimated Funding (\$)
Federal Funding	\$383563.53
Applicant Funding	\$0
State Funding	\$0
Local Funding	\$0
Other Funding	\$0
Program Income Funding	\$0
<b>Total Funding</b>	<b>\$383563.53</b>

**Is application subject to review by state under the Executive Order 12373 process?** Program is not covered by E.O. 12372.

**Is applicant delinquent on any federal debt?** false

## Contacts

Contact Name	Email	Primary Phone Number	Contact Types
Tracey Guilliams	tgwilliams@berkeleywv.org	3042641923X8113	Authorized Official Signatory Authority Primary Contact
April Hollern	ahollern@berkeleywv.org	3042675000X8125	Secondary Contact

## SF-424A

### Budget Information for Non-Construction Programs

**Grant Program:** Targeted Violence and Terrorism Prevention Grant Program

**CFDA Number:** 97.132

Budget Object Class	Amount
Personnel	\$90000
Fringe Benefits	\$38846
Travel	\$50453.4
Equipment	\$0
Supplies	\$7350
Contractual	\$196914.13
Construction	\$0
Other	\$0
Indirect Charges	\$0
<b>Non-Federal Resources</b>	<b>Amount</b>
Applicant	\$0
State	\$0
Other	\$0
<b>Income</b>	<b>Amount</b>
Program Income	\$0

**How are you requesting to use this Program Income?** [\$budget.programIncomeType]

**Direct Charges Explanation:** Explained in attached budget

**Indirect Charges explanation:** n/a

## Forecasted Cash Needs (Optional)

	First Quarter	Second Quarter	Third Quarter	Fourth Quarter
Federal	\$	\$	\$	\$
Non-Federal	\$	\$	\$	\$

## Future Funding Periods (Years) (Optional)

First	Second	Third	Fourth
\$	\$	\$	\$

Remarks:

**SF-424C**

## Budget Information for Construction Programs

## Assurances for Non-Construction Programs

Form not applicable? false

Signatory Authority Name: Tracey Guilliams

Signed Date: Mon May 16 00:00:00 GMT 2022

Signatory Authority Title: President, Berkeley County Council

## Certification Regarding Lobbying

Form not applicable? false

Signatory Authority Name: Tracey Guilliams

Signed Date: Mon May 16 00:00:00 GMT 2022

Signatory Authority Title: Grants Administrator

## Disclosure of Lobbying Activities

Form not applicable? false

Signatory Authority Name: Tracey Guilliams

Signed Date: Mon May 16 00:00:00 GMT 2022

Signatory Authority Title: Grants Administrator

## CERTIFICATION REGARDING LOBBYING

### Certification for Contracts, Grants, Loans, and Cooperative Agreements

The undersigned certifies, to the best of his or her knowledge and belief, that:

(1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.

(2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure of Lobbying Activities," in accordance with its instructions.

(3) The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly. This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

### Statement for Loan Guarantees and Loan Insurance

The undersigned states, to the best of his or her knowledge and belief, that:

If any funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this commitment providing for the United States to insure or guarantee a loan, the undersigned shall complete and submit Standard Form-LLL, "Disclosure of Lobbying Activities," in accordance with its instructions. Submission of this statement is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required statement shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

#### \* APPLICANT'S ORGANIZATION

Berkeley County Council

#### \* PRINTED NAME AND TITLE OF AUTHORIZED REPRESENTATIVE

Prefix: Mr. \* First Name: Douglas Middle Name: E.  
\* Last Name: Copenhaver Suffix: Jr.  
\* Title: President, Berkeley County Council

\* SIGNATURE: Tracey A Guilliams

\* DATE: 05/11/2022